



Vision	Recognized Community Leader in Building Character and Healthy Lifestyle for All.			
Mission	To put Christian principles into practice through programs that build healthy spirit, mind, and body for all.			
Strategic Focuses	Image Development	Growth	Finance	Collaboration
<p>3 Year Targets</p> <p>To be completed by the end of FY 2011</p> <p>Board Approved March 3, 2009</p>	<ol style="list-style-type: none"> 1. Utilize resources to expose our brand and mission while personalizing the YMCA experience through media at least 1 time per month. 2. Emphasize community center/relationship building. 3. Develop and maintain a high quality, trained, and mission driven staff. 4. Achieve all eligible Y-USA Mission Driven Quality Promise awards. 5. Maintain a minimum of 85% Positive Opinion Survey. (SEER) 	<ol style="list-style-type: none"> 1. Increase total membership units by 16% to 3,000. 2. Retain 70% of membership. 3. Increase childcare participation to 75 and initiate bringing facilities on site. 4. Achieve 10% more paid participants in YMCA programs to 20,500. 5. Increase senior participation by 20% in programs and membership. 6. Develop new or upgraded facilities at the Eagle River branch as well as the Rhinelander location when expansion criteria are met. 	<ol style="list-style-type: none"> 1. Chairman's Roundtable – Generation of \$500,000 2. NET operating income before financing will increase to 7% of gross revenue. 3. Establish a Planned Giving program generating \$1.5M 4. Generate \$200,000 in annual giving in the Strong Kids Campaign. 5. Secure funding for board approved capital projects (Eagle River, on-site CLC, equipment replacement, etc.) to include association debt reduction. Starting with E.R. Founder's Campaign of \$250k. 	<ol style="list-style-type: none"> 1. Area Education Agencies: <ol style="list-style-type: none"> a. Creative space usage and programs. b. Seek Additional opportunities for collaboration. c. Increase in grant participation while providing the highest quality programming to the districts. 2. Recruit diverse, high qualified people to our boards and involve them in one or more specific board roles (Committees). 3. Board, staff, and members will reflect the composition of the Northwoods Community. (SEER)